Commander's Handbook: Exodus Fiscal Year 2006



TABLE OF CONTENTS

Section	Subject	Page
	TRADOC TOMA Exodus Memorandum	3
I	Mission	8
II	Force Protection	8
III	Safety and Risk Management Responsibilities	9
IV	Guidance to Leaders	9
V	Hometown Recruiter Assistance Program	10
VI	AWOL Reduction Initiatives	10
VII	Suicide Prevention Initiatives	11
VIII	Army OneSource	12
Annex A	Lessons Learned from FY05 Exodus After-Action Review	13
Annex B	Safety Office Exodus Lessons Learned	14
Annex C	Winter Holiday Accident Prevention Plan	17
Annex D	TRADOC Chaplain Guidance for Exodus Ministry	18
Annex E	Obtaining Medical Care	19
Annex F	Local Ports of Debarkation	22
Annex G	Public Affaires Officer (PAO) Guidance	28
Annex H	Installation Points of Contact	36
Annex I	Air Force & Navy Holiday/Exodus Guidance	38
Annex J	Standard Reports	42



DEPARTMENT OF THE ARMY HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND 102 MCNAIR DRIVE FORT MONROE VA 23651-1047

REPLY TO

ATTG-MO (350)

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Advance Planning for Christmas/New Year Holiday-Exodus Fiscal Year (FY) 06 for Initial Entry Training (IET) Soldiers

1. References:

- a. Army Regulation 600-8-10, Leave and Passes, 31 Jul 03.
- b. TRADOC Regulation 600-16, Procedures for Exodus-The Christmas-New Year Holiday Period for Personnel in Training, 19 Aug 99.
- 2. The guidance below applies to IET Soldiers:
- a. The annual Christmas and New Year Holiday-Exodus is scheduled for 20 Dec 05-2 Jan 06 (14 days). Installation commanders have the flexibility to deviate up to three days from the scheduled departure and return dates for trainees and students under the following conditions:
- Commercial transportation facilities are unable to accommodate the traffic requirement.
- (2) To avoid changes to scheduled training graduation dates.
- (3) To conduct make-up or refresher training as required.
- b. Day 14 of Exodus (2 Jan 06) is a federal holiday. Commanders can use one of the three flexible days to deviate and have Soldiers return 3 Jan 06. This should minimize traveling or reporting to a new duty station on the holiday. The three-day flexibility time does not change the start date of advanced individual training (AIT). AIT starts training on 9 Jan 06 as scheduled. Installations will submit Exodus dates to HQ TRADOC (ATTG-MO) upon receipt of this memorandum.
- 3. Three King's Day--New Policy: All Soldiers return at the end of Exodus. Schools and installations should provide Soldiers who observe Three King's Day (6 Jan) the opportunity to celebrate the holiday on the installation.
- 4. The last basic combat training (BCT) fill prior to Exodus is Reception Week (RW) 21 Mov 05. The last one station unit training (OSUT) fill is RW 28 Nov 05. RWs 5, 12, 19, and 26 Dec 05

ATTG-MC

SUBJECT: Advance Planning for Christmas/New Year Holiday-Exodus Fiscal Year (FY) 06 for Initial Entry Training (IET) Soldiers

are non-fill weeks for BCT and OSUT. The first BCT and OSUT fill after Exodus will be RW 2 Jan 06. Army training centers make provisions to handle any Soldier who shows up during Exodus.

- 5. Guidance for Soldiers graduating from BCT in Dec 05:
- a. BCT Soldiers graduating on 2 or 9 Dec 05 with an AIT report date of 2 or 9 Dec 05, respectively, are shipped to the gaining AIT installation prior to being granted Exodus leave. The BCT site will coordinate with the gaining AIT site and will make Exodus transportation arrangements for those Soldiers before they are shipped to AIT.
- b. BCT Soldiers graduating 2 or 9 Dec 05 with an AIT report date of 6 Jan 06 are granted Exodus leave from the BCT site and will report to the AIT site directly from the leave location. The unit must verify transportation arrangements to the Soldier's leave address and onward to the AIT installation prior to the Soldier's departure on Exodus leave. When the Soldier is scheduled for AIT at another service school (e.g., U.S. Air Force), the BCT site coordinates with the gaining service school five weeks prior to report/start date to verify status of the AIT class. After verification, the Soldier is shipped to AIT or is released for Exodus.
- 6. BCT Soldiers graduating between 21 Nov 05 and 16 Dec 05 are ticketed for Exodus at the BCT site.
- 7. OSUT and AIT Soldiers graduating in Dec 05 who have followon training scheduled that does not start until Jan 06 will
 remain at the AIT/OSUT installation and may be granted Exodus
 leave. Soldiers will proceed to their follow-on training when
 Exodus leave ends. OSUT and AIT Soldiers graduating in Dec 05
 who are being assigned to a unit are shipped upon graduation in
 accordance with instructions from the Human Resources Command.
- 8. Soldiers in BCT, OSUT, and AIT courses interrupted by Exodus must receive all instruction dictated by the program of instruction (POI). In no case will tasks be dropped from the POI.
- 9. Local commanders will ensure all Soldiers who depart on Exodus leave receive sufficient training to properly represent the Army while on leave. This is especially true of BCT Soldiers. Soldiers must uphold the highest standards of the Army. The uniform for Exodus CONUS/OCONUS travel is Class A.

ATTG-MO

SUBJECT: Advance Planning for Christmas/New Year Holiday-Exodus Fiscal Year (FY) 06 for Initial Entry Training (IET) Soldiers

- 10. A liaison team, consisting of officers and noncommissioned officers from Forts Jackson, Gordon, and Benning, is assigned at Hartsfield Airport to coordinate and facilitate smooth movement of Soldiers through Atlanta during Exodus. Fort Benning has tasking authority and will appoint an overall troop commander coordinator to be in charge of the liaison team.
- 11. Installation commanders should continue developing force protection plans to reduce risk to Soldiers observing Exodus. Installations must continue coordinating security requirements with local law enforcement agencies and provide additional security awareness briefings to Soldiers prior to Exodus.
- 12. The maximum dollar amount of advance pay authorized for transportation/travel costs is \$500. The chain of command must ensure that Soldiers understand this advance will be repaid by deduction from subsequent pay.
- 13. TRADOC installations are required to provide the TRADOC Emergency Operations Center (EOC) an Exodus movement plan that includes recovery of returning Soldiers NLT 18 Nov 05.
- 14. Reporting--New Policy: Commanders will submit two status reports of IET Soldiers during Exodus, IAW Annex J of the Exodus Handbook. The first status report (departure) is due on Day 1 of Exodus at 1700 EST. The second status report (return) is due 6 Jan 06 NLT 1700 EST. Installations will submit reports on the Exodus web-based reporting system which can be found at https://tkn.army.mil/sites/eoc/default.aspx. Upon receipt of the data, the TRADOC EOC will consolidate the information into the TRADOC Summary Report and forward it to the TRADOC CG, DCG-IMT, and DCSOPS&T ITD. Details of the web-based reporting system and instructions will be distributed under separate cover.
- 15. Within 72 hours of return from Exodus, 100 percent of IET Soldiers will be administered the urinalysis test. Results of urinalysis testing will be reported to HQ TRADOC (ATTG-MO/Bill Long) as soon as results are received.
- 16. HQ TRADOC will host a monthly FY06 Exodus video teleconference to discuss implementation of this guidance; resolve issues; establish coordination; review reporting requirements; morale, welfare, and recreation responsibilities; and conduct of an after-action review. Dates are: 24 Aug 05 (1500-1600 EDT), 22 Sep 05 (1500-1600 EDT), 20 Oct 05 (1500-1630 EDT), 17 Nov 05 (1500-1630 EST), 8 Dec 05 (1500-1630 EST), and 19 Jan 06 (1430-1530 EST).

SUBJECT: Advance Planning for Christmas/New Year Holiday-Exodus Fiscal Year (FY) 06 for Initial Entry Training (IET) Soldiers

17. The point of contact for this action is Mr. Bill Long, DSN 680-4449, Comm (757) 788-4449, longw@monroe.army.mil.

POR THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND TRAINING:

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DISTRIBUTION:

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- U.S. Army Air Defense Artillery Center and Fort Bliss, 1733 Pleasonton Road, Fort Bliss, TX 79916-6812
- U.S. Army Aviation Center and Fort Rucker, 453 S Novosel Street,
- Fort Rucker, AL 36362-5105 U.S. Army Combined Arms Support Command, 3901 A Avenue STE 200, Fort Lee, VA 23801-1809
- U.S. Army Field Artillery Center and Fort Sill, 6607 NW Fort Sill Boulevard, Fort Sill, OK 73503-1899
- U.S. Army Infantry Center and Fort Benning, 7061 Hall Street, Fort Benning, GA 31905-2607
- U.S. Army Signal Center and Fort Gordon, 441 36th Street, Fort Gordon, GA 30905-5902 U.S. Army Ordnance Center and School, 3071 Aberdeen Boulevard, Aberdeen Proving Ground, MD 21005-5201
- U.S. Army Soldier Support Center, 10000 Hampton Parkway, Fort Jackson, SC 29207-7035
- U.S. Army Intelligence Center and Fort Huachuca, Fort Huachuca, AZ 85613-6000
- U.S. Army John F. Kennedy Special Warfare Center and School, Fort Bragg, NC 28310-5200
- U.S. Army Quartermaster Center and School, 1201 22nd Street, Fort Lee, VA 23801-1601
- U.S. Army Training Center and Fort Jackson, 4400 Greene Avenue, Fort Jackson, SC 29207-6010
- U.S. Army Maneuver Support Center and Fort Leonard Wood, 233 Illinois Ave Ste 7, Fort Leonard Wood, MO 65473-8936

Commandant

- Army Management Staff College, 5500 21st Street STE 1206, Fort Belvoir, VA 22060-5934
- U.S. Army Military Police School, 401 Engineer Loop STE 1259, Fort Leonard Wood, MO 65473-8926 CONT

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- U.S. Army Ordnance Missile and Munitions Center and School, Redstone Arsenal, AL 35897
- U.S. Army Chaplain Center and School, 10, 100 Lee Boulevard, Fort Jackson, SC 29207-7090
- U.S. Army Transportation School, 705 Read Street, Fort Eustis, VA 23604-5458
- U.S. Army Command and General Staff College, 1 Reynolds Avenue, Fort Leavenworth, KS 66027-2314
- Western Hemisphere Institute for Security Cooperation, 7011 Morrison Avenue, Fort Benning, GA 31905-2611
- Defense Language Institute Foreign Language Center, 1759 Lewis
- Road STE 230A, Monterey, CA 93944-3227 U.S. Army Element School of Music, Naval Amphibious Base, 1420 Gater Boulevard, Norfolk, VA 23521-2617
- U.S. Army Sergeants Major Academy, 11291 SGT E Churchill Street, Fort Bliss, TX 79918-8001
- U.S. Army Logistics Management College, 2401 Quarters Road, Fort Lee, VA 23801-1705

Assistant Commandant

- U.S. Army Aviation Logistics School, 2717 Mclain Street, Fort Eustis, VA 23604-5414
- U.S. Army Intelligence School, Fort Huachuca, AZ 85613-6000

Dean

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TRADOC FY06 EXODUS GUIDANCE SUMMARY

I. Mission:

1. All Senior Subordinate Commands, excluding Fort Leavenworth, Fort Monroe, and Carlisle Barracks, conduct EXODUS within the current schedule and approved EXODUS dates and Force Protection security measures.

Threat Level, Force Protection Conditions, and corresponding security measures and procedures. If the threat level changes, HQ TRADOC will issue further guidance.

3. Senior Subordinate Commands are directed to provide military personnel to control movement of Initial Entry Training (IET) Soldiers and Interservice Training Review Organization (ITRO) students through airports.

II. Force Protection:

- 1. The following Force Protection measures/procedures will be used to assist in reducing risk to Soldiers during Exodus:
- a. Provide supervision at all bus sites on post, and on all buses enroute to the airport, bus, and rail terminals.
 - b. Recon and monitor all designated passenger bus off-load locations.
 - c. Recon all transportation routes to and from each site.
- d. Recon and monitor all applicable rest/fuel stops located between the departure point and destination with civilian law enforcement agencies.
- e. Minimize public relations news items pertaining to Exodus if threat levels merit increased security measures and procedures.
- f. Provide Threat briefings and Level I antiterrorism training prior to departure.
- g. Encourage Soldiers not to travel alone if possible and to notify family of travel itinerary dates, flight numbers, arrival and departure times, etc.
- h. Do not flash expensive equipment or items such as iPods, computers, PDAs, rings, watches, or large sums of money.

III. Safety and Risk Management Responsibilities:

- 1. Commanders/commandants will ensure full integration of safety and risk management into all phases of Exodus planning, preparation, and execution.
- 2. Commanders/commandants will ensure all personnel are briefed on safety awareness, accident prevention, drug and alcohol abuse and suicide prevention/awareness before departing for the Exodus period. Safety and accident prevention briefings will as a minimum include discussion of holiday hazards, POV and motorcycle operation, effects of adverse weather and fatigue on travel, and individual Soldier responsibility. Drug and alcohol abuse presentations will include the hazards associated with abuse as well as consequences of such abuse and individuals/agencies from which a Soldier can obtain help. Suicide prevention issues include depression, relationship disappointment and resources to contact while on Exodus leave.
- 3. Commanders/commandants will develoop and coordinate installation plans for command and control (C2) at Exodus arrival and departure sites.
- 4. Commanders/commandants will develop an installation notification plan to inform trainees of discharge actions prior to Exodus.
- 5. Leadership will verify Soldier's leave address and phone number before their departure.
- 6. All Soldiers will be provided a list of current phone numbers for unit chain of command, Mental Health POCs, Chaplains, and Drug and Alcohol POCs.

IV. Guidance to Leaders:

- 1. Include threat, safety, drug and alcohol, suicide prevention, and AWOL briefings prior to departure.
- 2. Provide necessary Exodus information at installation web site prior to beginning of installation's Exodus. Ensure Soldiers have information and web site address.
 - 3. Encourage the "two-Soldier" buddy rule.
 - 4. Instruct personnel on procedures to follow when travel delays occur.
- 5. Provide unit POCs, phone numbers, e-mail, and installation web site address in case of an emergency or travel delay.
 - 6. Provide USO POC, location, and phone number.

- 7. Brief Soldiers on procedures for obtaining medical (both physical and mental) health treatment while on leave.
- 8. Brief female Soldiers on the Army's separation policy regarding pregnancy.
- 9. Give Soldiers taking leave the installation's Operations Center phone numbers in case of an emergency or travel delay.
 - 10. Verify Soldier's home phone number prior to departure.
 - 11. Soldiers are directed to travel in Class A uniform.
 - 12. Individual Soldiers are not viewed as a high terrorist target.
 - 13. Large groups of Soldiers in uniform are low-risk targets.
- 14. Uniformed Soldier presence portrays that travel is safe to the American public.
- 15. Soldiers traveling home in uniform exhibit pride in their individual and unit accomplishments.
- 16. Brief Soldiers on the legal and administrative ramifications of testing drug-positive upon return form EXODUS.

V. Hometown Recruiting Assistance Program (HRAP):

Basic Combat Training (BCT) graduates will not be considered for HRAP duty prior to AIT graduation. These Soldiers are not sufficiently "greened" and cannot attest to the total IET training experience. National Guard and Reserve Soldiers are not eligible for HRAP.

(See TRADOC HRAP SOP, Sep 2002)

VI. AWOL Reduction Initiatives:

- 1. Conduct briefings emphasizing importance of returning and responsibility of living up to Army Core Values.
- 2. Send letters to family members encouraging support, and cadre contact Soldiers during leave via phone calls and holiday cards.
 - 3. Identify and call high-risk Soldiers during Exodus.

- 4. Use local recruiters to make visits to Soldiers' homes.
- 5. Issue unit emergency data cards and ministry team information sheets to each Soldier.
 - 6. Conduct stress management and suicide prevention classes.
- 7. (If feasible) Issue pre-paid phone cards (30 minutes) during Exodus leave.

VII. Suicide Prevention Initiatives (Reference Memorandum, HQ TRADOC, ATCG, Date 8 Feb 03, subject: TRADOC Suicide Prevention):

- 1. It is Army policy that seeking help is a sign of strength. Tell Soldiers its okay to seek mental health assistance.
- 2. Request Army Community Services (ACS) to identify supporting services in the Soldiers' hometowns.
- 3. Ensure subordinates take prompt action to refer Soldiers for appropriate assistance when the early warning signs become evident.
- 4. Urge everyone in your command to look for signs such as diminished interest in activities, depressed mood, and sleep disturbance.
- 5. Ensure trainees know how to contact unit and local resources for assistance with issues that affect their mental health status (e.g., reunion challenges, communication with family).
 - 6. Identify and call high-risk Soldiers during Exodus.
 - 7. Use local recruiters to make visits to Soldiers' homes.
- 8. Issue unit emergency data cards and ministry team information sheets to each Soldier.

Additionally: Trainees returning from EXODUS may be dealing with relationship issues that are often perceived as overwhelming: communication, sense of loss, financial issues. Ensure they are familiar with Chaplains', Drug and Alcohol, and ACS programs and resources. See: TRADOC Suicide Pam 600-22 (Jan 05)

VIII. Army OneSource:

- 1. Army OneSource is a 24-hour, seven-days-a-week, toll free information and referral telephone service available worldwide to active duty, Reserve, and National Guard military members and their families, and deployed civilians and their families.
- 2. Army OneSource offers a web-site at www.armyonesource.com (user id: **military**; password: **onesource**) for information on a variety of topics and issues.
- 3. There is no cost for any Army OneSource services: telephone calls, online services, educational materials (no shipping or handling charges) or face-to-face counseling sessions.
 - 4. Army OneSource assistance includes --
 - Parenting and Child Care
 - Education
 - Relocation
 - Financial and Legal Concerns
 - Everyday Issues (finding services in a local community, consumer issues)
 - Emotional Well-being [mental health issues]
 - Health and Fitness
 - Addiction and Recovery
 - Adult or child special needs
 - Military Life (pre/post deployment, reunion, etc.)
 - Work Concerns
 - Crisis Support
 - Elder Care
 - TRICARE "warm transfers"
 - Life-Issues Library and Pre-Paid Materials
 - 5. Army OneSource can be accessed by the following telephone numbers:
 - From the US: 1-800-342-9647
 - Outside the US: (country access code) 800-3429-6477 (dial all 11 numbers)
 - Or call collect from outside US: 484-530-5947
 - TTY/TTD: 800-346-9188
 - En espanol, llame al 877-989-5392
- Telephones are answered live, without any automated system. Our standard is to answer over 90% of the calls within 20 seconds or about 3 rings of the phone. Callers get immediate access to a Masters level consultant.

Annex A (Implementing Lessons Learned from FY05 Exodus After-Action Review) to Commanders' Handbook: Exodus FY06

- 1. FY05 Exodus AAR VTC was conducted on 19 Jan 05.
- 2. Items mentioned for FY06 Exodus include the following:
- a. The not earlier than/ not later than report times to installations should be included in the FY06 Commanders' Exodus Handbook.
- b. Exodus dates from each installation must be captured and confirmed after each VTC. A summary of key VTC points will be published by TOMA after each VTC and sent to installation Exodus Action Officers/ POCs.
- c. To avoid miscommunication, every Army, Air Force and Navy installation that trains IET Soldiers should provide an Exodus Action Officer/ Project Officer with name/ e-mail address and telephone number and ensure that their information is accurate. Installations should identify Exodus Action Officer/ Project Officers six months in advance of day #1 of Exodus (NLT 20 Jun 05).
- d. Only initial entry training (IET) Soldiers (BCT/ OSUT/ AIT) are reportable for the Exodus Status Report.
- e. Installations should finalize Exodus dates NLT 1 Sep 05 to allow those installations that have BCT graduates the maximum amount of time to accomplish accurate ticket sales.
- f. TRADOC should publish a draft copy of the Commanders' Exodus Handbook and staff it throughout the training base in order to receive comments/ concurrence from each installation on the information pertaining to:
 1) installation point of contact/ Exodus Action Officer; 2) local port(s) of debarkation; and, 3) not earlier than and not later an report times to installations—prior to the Commanders' Exodus Handbook publication date.
- g. Continue to seek negotiations of waivers and exceptions to policy for IET Soldiers with the commercial carrier industry through the Air Mobility Command at Scott Air Force Base. POC is Dan Yount (Dan.Yount@cfsc.army.mil, 703-681-5225) at the USA Community and Family Support Center.

Annex B (Training and Doctrine Command Safety Office Lessons Learned) to Commanders' Handbook: Exodus FY06

TRADOC SAFTEY OFFICE EXODUS LESSONS LEARNED

1. Introduction. Safety is being aware of your environment, doing things right, and avoiding unnecessary risk. This attitude is the result of strong, unequivocal command interest, discipline, and enforced standards. Soldiers, their families, and civilian employees must understand the importance of safety at all times.

Lessons Learned.

Subject: EXODUS accident experience.

Observation: Analysis of FY01 through FY05 TRADOC fatal accident experience for the EXODUS/holiday period identified nine accidental deaths. Eight of these deaths resulted from privately owned vehicle (POV) accidents. This period is characterized by increased travel, adverse weather conditions, a relax-yourguard and festive atmosphere, and get-togethers with increased alcohol use.

Discussion: The leading contributing factors to Army accidents in order of precedence are: Indiscipline, Leadership, Training, and Standards. Both Army-and TRADOC-wide, ground motor vehicle accidents, both POV and Army motor vehicle (AMV), continue as the major source of accidental Soldier deaths. Historically these accidents account for 60-80 percent of all fatal accidents.

- * Young Soldiers in the high-risk, 18-to-25-year-old group, regardless of rank, have the most POV accidents. Leading causes of POV accidents are fatigue, loss of situational awareness, speeding, speed too fast for conditions, and alcohol. Non-use of seat belts contributed to accident severity in approximately half of the fatal accidents.
 - * Time-proven accident prevention actions include:
 - Inject safety and risk management into everything the unit does involving EXODUS planning, preparation, execution, and assessment.
 - Increased leadership presence/visibility over the holiday period.
 - Pre-departure safety awareness briefing presented by first-line supervisor; include a weather check.
 - POV safety checks and designated driver programs.
 - Review SOPs to ensure safety is built-in, and re-evaluate hazards/risks as conditions change.

- Do not neglect or underestimate personal limitations; remind Soldiers we all have them and to be aware of their own limitations.
- Remind Soldiers to think about what they are about to do and the consequences—applying "personal" risk management and not accept unnecessary risks.
- Maintain a positive attitude to discourage complacency and risky behavior.

<u>Command Emphasis</u>. Persistently emphasize POV safety and remind Soldiers of safe driving methods and habits.

- Watch for negative behavior, identify "at-risk" Soldiers, and counsel and encourage them to change their risky behavior.
- Schedule on-post holiday and recreational activities, establish liberal hours of availability, and encourage public transportation use.
 - Provide recreational and transportation alternatives for Soldiers:
- o Schedule on-post activities to encourage Soldiers to remain on post and off the road.
- o Extend the hours of operation of gyms, recreation centers, and other places Soldiers use when they are off-duty.
- o Provide transportation alternatives and promote their use; prominently post public transportation schedules and when possible, use Morale, Welfare and Recreation services to provide buses or vans to transport Soldiers during the Exodus period.
- o Arrange reduced hotel rates in nearby communities to encourage Soldiers to remain overnight on weekends and stay off the highways late at night.
- * POV Risk Management Tool Box and other useful holiday safety material are available at the U.S, Army Combat Readiness Center (CRC) Internet site/link (http://safetycrc.army.mil/home.html). The CRC site provides links to the U.S. Navy, USAF, USMC, and USCG safety center web sites.
 - Navy http://www.safetycenter.navy.mil/
 - USMC http://www.hamc.usmc.mil/safetv.nsf
 - USAF http://safety.kirtland.af.mil/

- * Fire prevention and awareness information is available at the NFPA Internet site/link: (http://www.nfpa.org/Home/index.asp)
- * Information on product safety recalls and hazards are available at the CPSC internet site/link: (http://www.cpsc.gov/)
- * Inclement weather advisories are available at many Internet sites/links, such as The Weather Channel. (http://www.weather.com/)

Annex C (Winter Holiday Accident Prevention Plan "LOADED 45") to Commanders' Handbook: Exodus FY06

Winter Holiday Accident Prevention Plan "LOADED 45"

- 1. Task. Commanders will use a "Task Force" approach to develop and implement a coordinated "Holiday Accident Prevention Plan."
- Conditions.
- a. Winter holiday that covers the 45-day period from 18 Nov 05 to 2 Jan 06.
 - b. Seasonal hazards associated with travel, weather, and social activities.
 - c. Slow down in military operations and training.
- 3. Standard: In coordination with commanders, safety managers will use a task force approach to:
- a. Develop and implement intervention strategies and countermeasures to identified hazards. Identify "at-risk" drivers and initiate appropriate measures to re-educate or deny driving privileges. Establish and enforce aggressive DUI prevention strategies.
- b. Provide for pre-holiday vehicle safety inspections before Soldiers depart for the holidays.
- c. In coordination with PAO, enlist local media to raise awareness of our Soldiers and workers to the hazards of the period.
- d. Ensure that no Soldier or civilian employee departs for the holidays without receiving a safety awareness briefing from their immediate supervisor or the leadership in their chain of command/supervision.

Annex D (TRADCOC Chaplain Guidance for Exodus Ministry) to Commanders' Handbook: Exodus FY06

TRADOC CHAPLAIN GUIDANCE FOR EXODUS MINISTRY

Installation Chaplains will provide a comprehensive plan of ministry during Exodus. The plan should include focusing upon the following critical areas.

- 1. Conduct cadre and Drill Sergeant Suicide Awareness refresher training. The potential for Soldiers to return from Exodus leaves with serous personal problems is heightened during this time of conflict and uncertainty. Their return to duty will be an anxious experience for the Soldiers and their family members.
- 2. Provide ministry of presence at all arrival and departure sites. The presence of Chaplains and Chaplain Assistants will provide a calming influence in the midst of the chaos, confusion, and anxiety related to travel with terrorist threats highlighted in the media.
- 3. Focus chapel activities to include all personnel involved in providing Force Protection for the installation. Many of the Reserve Component personnel will not be able to take leave during the holidays while the IET Soldiers will be departing the installation for the holidays at home. It is critical that every effort be made to focus special activities for those who are guarding the installation.
- 4. Identify all other categories of Soldiers remaining on the installation (i.e., IET) during the Exodus period. Plan and provide special ministries for the remaining Soldiers, such as Adopt-A-Soldier, holiday musical, and meet the chaplain program, etc.
- 5. Conduct risk assessments of all chapel events that involve large gatherings. Coordinate all such events with command to ensure proper force protection for chapel congregations. Inform command of travel-related issues that would impact the safety of Soldiers.
- 6. Support the Command Information program by being visible in community activities. Chaplains should express the command themes and messages in local churches, ministerial meetings, and civic events.

Annex E (Obtaining Medical Care) to Commanders' Handbook: Exodus FY06

OBTAINING MEDICAL CARE

Initial Entry Training (IET) Soldiers on leave status during the holiday Exodus may require medical care. In the event medical care is required, they must contact the Military Medical Support Office (MMSO) for authorization ((888) 647-6676 or (888) MHS-MMSO). All IET Soldiers should be provided this number. Recommend it be included on their DA 31. Pre-authorization is required for all medical care except emergency care. MMSO must be called within 24 hours of the emergency room visit or admission to a hospital. Urgent medical care requires a preauthorization from MMSO. Routine medical care will usually be delayed until the IET Soldier returns to the assigned duty station and reports to the Military Treatment Facility (MTF). Under no circumstances should IET Soldiers schedule non-emergency surgical or mental health hospitalizations without prior approval from MMSO during Exodus. The IET Soldier's parents should be advised not to use their private health insurance to obtain medical, surgical, or mental health care. TRICARE is the IET Soldier's medical benefit. The IET Soldier's use of the parent's private insurance is viewed as fraud by most private health insurance companies.

1. MMSO. The MMSO is a Tri-Service Office that provides customer service, medical/dental case management, and coordinates civilian health care services outside of the cognizance of a Military Treatment Facility for Active Duty military and Reserve components. Each military service has a point of contact that coordinates authorization for medical and dental care. MMSO can help with transferring Soldiers to military hospitals if necessary. They can also make sure the IET Soldier's medical bills are sent to the proper claims processor for payment. The service point of contact is referred to as a SPOC. The MMSO Website is located at http://mmso.med. navy.mil. The MMSO phone numbers are: (DSN) 792-3950, (COM) 847-688-3950, (TOLL-FREE) 1-888-647-6676 or 1-888-MHS-MMSO.

TYPES of CARE.

- a. Emergency Care. If the IET Soldier needs emergency care, go to the nearest military or civilian emergency room (or urgent care center), or call 911. Emergency care is generally defined as the sudden and unexpected start of a medical condition, or the acute (or intense) worsening of an ongoing (chronic) condition that is threatening to life, limb, or sight, that needs treatment to relieve suffering from painful symptoms. Soldiers must contact the MMSO as soon as possible after getting emergency treatment or being admitted to a hospital.
- b. Urgent Care. Urgent care is generally defined as a non-emergency illness or injury for which the IET Soldier needs medically necessary treatment, but it will

not result in disability or death if it is not treated immediately. This kind of illness or injury does require professional attention, and should be treated within 24 hours to avoid further complications. Some examples of such illnesses and injuries include flu, earache, urinary tract infection, vomiting and diarrhea, sprained ankle, and minor sports injuries. Soldiers requiring urgent care must contact MMSO for authorization prior to seeking care.

- c. Routine Medical Care. Routine medical care is defined as visits to a provider for treatment of symptomatic, chronic, or acute illnesses or diseases. Routine care also includes preventive care measures such as routine physicals, common immunizations, and screenings such as mammograms, other visits to keep the IET Soldier healthy, identify health problems in the early stages, and help maintain and improve the Soldier's health. Soldiers should attend to all routine health care needs prior to departure or wait until they return to their assigned duty station and report to the MTF. If there are questions as to whether their medical condition requires urgent or routine care, Soldiers should contact MMSO.
- 3. PRESCRIPTIONS. Prescriptions given in conjunction with authorized care do not require additional authorizations. IET Soldiers may be required to pay the entire amount out of pocket and seek reimbursement. If payment is required, MMSO can provide information on filing claims for reimbursement of pharmacy expenses. To obtain more information about getting prescriptions filled, visit the pharmacy web page. www.tricare.osd.mil/pharmacy. Soldiers currently taking medication should ensure they take a sufficient quantity with them to cover the EXODUS period.
- 4. CLAIMS SUBMISSION. In some cases, non-participating providers may require payment at the time that care is delivered. If the provider makes this request, active duty service members will have to pay the bill up-front, but will be reimbursed for medically necessary out-of-pocket expenses. MMSO will provide guidance for submitting claims for payment to providers or reimbursement for up-front payments. When IET Soldiers give a provider their address, make sure they provide their training unit mailing address, not the temporary address, where the IET Soldiers are visiting. A patient address on the claim that does not match the address in DEERS will prevent the claim from processing correctly.
- 5. TRICARE INFORMATION RESOURCES. The following are information resources available to help resolve TRICARE related issue or concerns:
- a. TRICARE Service Centers Location and telephone numbers are available at: http://www.tricare.osd.mil/tricareservicecenters/default.cfm (if the IET Soldier is not sure of the TRICARE region, a map is available).
- b. Beneficiary Counseling Assistance and Coordinator (formerly known as Health Benefits Advisors) Located at medical treatment facilities. A worldwide

BCAC directory, with names, phone numbers and e-mail addresses, is located at http://www.tricare.osd.mil/bcac/.

c. TRICARE Customer Service - Available to all services, Reservists, National Guard, retirees, etc. Send e-mail inquiries to questions@tma.osd.mil, or visit http://www.tricare.osd.mil/main/help.cfm for the e-mail link to the nearest TRICARE Regional Office.

Annex F (Local Ports of Debarkation) to Commanders' Handbook: Exodus FY06

Local Ports of Debarkation

Installation	Distance from Installation (Miles)	Web Link	Address	Telephone
Aberdeen Proving Ground, MD				
Baltimore Washington International (BWI)	46.3	www.bwiairport.com/	7062 Friendship Rd., Baltimore, MD 21227	(410) 859-7111
Greyhound: Aberdeen	3.7	www.greyhound.com/	18 East Bel Air Ave, Aberdeen, MD 21001	(410) 273-6832
Amtrak: Aberdeen (ABE)	3.7	www.amtrak.com	18 East Bel Air Ave, Aberdeen, MD 21001	(800) USA-RAIL
Eglin AFB, FL				
Okaloosa Regional Airport (VPS)	On Base	www.okaloosacountyairports.com/ air_airports.html	1701 State Road, Eglin Air Force Base, FL 32542	(850) 651-7160
Greyhound: Fort Walton Beach, FL	15.5	www.greyhound.com/	101 Perry Ave Se, Fort Walton Beach, FL 32548-5511	(850) 243-1940
Fort Belvoir, VA				
Ronald Reagan Washington National Airport (DCA)	21.12	www.metwashairports.com/National/	Washington, DC 20001	(703) 417-8000
Washington Dulles International Airport (IAD)	34.88	www.metwashairports.com/dulles/	Washington, DC 20166	(703) 572-2700
Baltimore Washington International (BWI)	65.17	www.bwiairport.com/	7062 Friendship Rd., Baltimore, MD 21227	(410) 859-7111
Amtrak: Woodbridge (WDB)	6.3	www.amtrak.com	1040 Express Way Woodbridge, VA 22194	(800) USA-RAIL
Greyhound: Woodbridge	6.3	www.greyhound.com/	1040 Express Way Woodbridge, VA 22194	(703) 490-8848
Fort Benning, GA				
Hartsfield-Jackson Atlanta International Airport (ATL)	109.2	www.atlanta-airport.com/	6000 North Terminal Pkw y, Atlanta, GA 30320	(800) 897-1910
Columbus Metropolitan Airport (CSG)	15.2	www.flycolumbusga.com/	3250 W. Britt David Rd, Columbus, GA 31909-5399	(706) 324-2449
Greyhound: Columbus	9.8	www.greyhound.com/	818 Veterans Pkwy, Columbus, GA 31901	(706) 323-5417
Fort Bliss, TX				
El Paso International Airport (ELP)	5.1	www.elpasointernationalairport.co m/	6701 Convair Road, ⊟ Paso, TX	(915) 780-4749
Greyhound: El Paso	6.5	www.greyhound.com/	200 W. San Antonio Ave, ⊟ Paso, TX 79901	(915) 532-2365
Amtrak: El Paso (ELP)	6.8	www.amtrak.com	700 San Francisco Ave, 日 Paso, 79901	(915) 545-2247

Installation	Distance from Installation (Miles)	Web Link	Address	Telephone
Fort Bragg, NC				
Fayetteville Regional Airport (FAY)	9.8	www.flyfay.com/	400 Airport Road, Fayetteville, NC 28306	(910) 433-1160
Raleigh-Durham International Airport (RDU)	82.1	www.rdu.com	1000 Trade Drive, RDU Airport, NC 27623	(919) 840-2123
Amtrak: Fayetteville (FAY)	4.5	www.amtrak.com	472 Hay Street Fayetteville, NC 28301	(800) USA-RAIL
Greyhound: Fayetteville	5.1	www.greyhound.com/	324 Person St Fayetteville, NC 28301	(910) 483-2580
Fort Eustis, VA				
Newport News/Williamsburg International Airport (NPN)	8	www.nnwairport.com/	900 Bland Blvd, New port New s VA 23602	(757) 877-0221
Norfolk International Airport (ORF)	34.3	www.norfolkairport.com/	2200 Norview Ave, Norfolk VA 23518- 5807	(757) 857-3351
Greyhound: Ft Eustis Newport News	5.4	www.greyhound.com/	14407 Warw ick Boulevard, New port New s, VA 23602	(757) 872-4405
Amtrak: Williamsburg (WBG)	16.3	www.amtrak.com	468 North Boundary Street, Williamsburg, VA 23185	(800) USA-RAIL
Amtrak: Newport News (NPN)	14.8	www.amtrak.com	9304 Warw ick Boulevard, New port New s, VA 23601	(800) USA-RAIL
Fort Gordon, GA				
Augusta Regional Airport - Bush Field Airport (AGS)	16.6	www.augustaregionalairport.com/	1501 Aviation Way, Augusta, GA 30906	(706) 798-3236
Hartsfield-Jackson Atlanta International Airport (ATL)	144.6	www.atlanta-airport.com/	6000 North Terminal Pkw y, Atlanta, GA 30320	(800) 897-1910
Greyhound: Fort Gordon	On Post	www.greyhound.com/	BLDG 36200, Fort Gordon, GA 30905	(706) 793-0026
Fort Huachuca, AZ				, , , , , , , , , , , , , , , , , , , ,
Tucson International Airport (TUS)	72.8	www.tucsonairport.org/	7005 South Plumer Ave, Tucson, Arizona 85706	(520) 573-8000

Installation	Distance from Installation (Miles)	Web Link	Address	Telephone
Fort Jackson, SC				
Columbia Metropolitan Airport (CAE)	17.8	www.columbiaairport.com/	3000 Aviation Way, West Columbia, SC 29170	
Charlotte Douglas International Airport (CLT)	91.5	www.charlotteairport.com	5501 Josh Birmingham Pkw y, Charlotte, NC, 28208	
Hartsfield-Jackson Atlanta International Airport (ATL)	231.7	www.atlanta-airport.com/	6000 North Terminal Parkw ay, Atlanta, GA 30320	(800) 897-1910
Greyhound: Fort Jackson	On Post	www.greyhound.com/	MCGRUDER ST, BLDG 4350, Ft Jackson, SC 29207	(803) 782-8665
Amtrak: Columbia (CLB)	9.6	www.amtrak.com	850 Pulaski Street, Columbia, SC 29201	(800) USA-RAIL
Fort Knox ATC, KY				
Louis ville International Airport (SDF)	28.9	www.louintlairport.com/		(502) 368-6524 x118
Greyhound: Fort Knox Radcliff	4.5	www.greyhound.com/	1500 N Dixie Blvd, Ft Knox Radcliff, KY 40160	(270) 352-5133
Fort Lee, VA				
Richmond International Airport (RIC)	24.4	www.flyrichmond.com/	1 Richard E. Byrd, Richmond International Airport, VA 23250-2400	(804) 226-3000
Baltimore Washington International (BWI)	166.1	www.bwiairport.com/	7062 Friendship Rd., Baltimore, MD 21227	(410) 859-7111
Greyhound: Petersburg	4.1	www.greyhound.com/	108 E Washington St, Petersburg, VA 23803-4310	(804) 732-2905
Amtrak: Petersburg (PTB)	6.4	www.amtrak.com	Ettrick Station, 3516 South St, Petersburg, VA 23803	(800) USA-RAIL
Fort Leonard Wood, MO				
Lambert-St. Louis International Airport (STL)	141	www.lambert-stlouis.com/	10701 Lambert International Blvd, St. Louis, MO 63145- 0212	(314) 426-8000
Greyhound: Saint Robert	0.5	www.greyhound.com/	Saint Robert, MO 65584	(573) 336-5913
Fort Meade, MD				, ,
Baltimore Washington International (BWI)	9.5	www.bwiairport.com/	7062 Friendship Rd., Baltimore, MD 21227	(410) 859-7111

Installation	Distance from Installation (Miles)	Web Link	Address	Telephone
Fort Rucker, AL				
Dothan Regional Airport (DHN)	25.4	www.flydothan.com/	800 Airport Drive, Dothan, AL 36303	(334) 983-8100
Montgomery Regional Airport - Dannelly Field (MGM)	92.5	www.montgomeryairport.org/	4445 Selma Highw ay, Montgomery, AL 36108	(334) 281-5040
Greyhound: Enterprise, AL	24	www.greyhound.com/	510 E Park Ave, Enterprise, AL 36330- 3930	(334) 347-4385
Greyhound: Dothan, AL	30.4	www.greyhound.com/	285 S Foster St, Dothan, AL 36301- 1746	(334) 792-1191
Fort Sam Houston, TX				
San Antonio International Airport (SAT)	7.4	www.sanantonio.gov/airport/	9800 Airport Blvd, San Antonio, TX 78216	(210) 207-3450
Greyhound: San Antonio	5.5	www.greyhound.com/	500 N Saint Marys St, San Antonio, TX 78205-1706	(210) 270-5824
Fort Sill, OK				
Lawton - Ft. Sill Regional Airport (LAW)	8.8	www.flylawton.com/	3401 South 11th Street, Law ton, OK 73505	(580) 355-7701
Will Rogers World Airport (OKC)	81.2	www.flyokc.com/	7100 Terminal Dr, Oklahoma City, OK 73159-0937	
Dallas/Fort Worth International Airport (DFW)	178.3	www.dfwairport.com/	3200 East Airfield Dr, DFW Airport, TX 75261	(972) 574-8888
Goodfellow AFB, TX				
Mathis Field - San Angelo Regional Airport (SJT)	15.7	www.mathisfield.com/	8618 Terminal Dr, San Angelo, TX 76904	(325) 659-6409
Midland International Airport (MAF)	132.9	www.flymaf.com/	9506 LaForce Blvd, Midland, Texas 79710	(432) 560-2200
San Antonio International Airport (SAT)	207.3	www.sanantonio.gov/airport/	9800 Airport Blvd, San Antonio, TX 78216	(210) 207-3450
Dallas/Fort Worth International Airport (DFW)	274.6	www.dfwairport.com/	3200 East Airfield Dr, DFW Airport, TX 75261	(972) 574-8888
Greyhound: San Angelo	10	www.greyhound.com/	31 W Concho Ave San Angelo, TX 76903	(325) 655-4159

Installation	Distance from Installation (Miles)	Web Link	Address	Telephone		
Naval Amphibious Base, Little Ci	reek, VA					
Norfolk International Airport (ORF)	2.8	www.norfolkairport.com/	2200 Norview Ave, Norfolk VA 23518- 5807	(757) 857-3351		
Amtrak: Newport News (NPN)	20.4	www.amtrak.com	9304 Warw ick Boulevard, New port New s, VA 23601	(800) USA-RAIL		
Greyhound: Norfolk	11.5	www.greyhound.com/	701 Monticello Ave Norfolk, VA 23510	(757) 625-7500		
Naval Construction Battalion Cer	nter Gulfpo	rt, MS				
Gulfport-Biloxi International Airport (GPT)	4.9	www.gulfcoast.org/gpt/	14035 - L Airport Rd, Gulfport, MS 39503	(228) 863-5953		
Mobile Regional Airport (MOB)	70.9	www.mobairport.com/	8400 Airport Blvd, Mobile, AL 36608- 9603	(251) 633-4510		
Louis Armstrong New Orleans International Airport (MSY)	87	www.flymsy.com/	900 Airline Dr Kenner, LA 70062	(504) 464-0831		
Amtrak: Gulfport (GUF)	2.7	www.amtrak.com	1419 27th Ave Gulfport, MS 39501	(800) USA-RAIL		
Greyhound: Gulfport	2.8	www.greyhound.com/	2805 13th St Gulfport, MS 39501			
Naval Technical Training Center	(NTTC) Co	rry Station , Pensacola, FL				
Pensacola Regional Airport (PNS)	9.0	www.flypensacola.com	2430 Airport Blvd, Pensacola, FL 32501	(850) 436-5000		
Okaloosa Regional Airport (VPS)	85.1	www.okaloosacountyairports.com/ air_airports.html	1701 State Road, Eglin Air Force Base, FL 32542	(850) 651-7160		
Amtrak: Pensacola (PNS)	5.5	<u>w w w .amtrak.com</u>	980 East Heinberg Street Pensacola, FL 32502	(800) USA-RAIL		
Greyhound: Pensacola	7.4	www.greyhound.com/	505 W Burgess Rd Pensacola, FL 32503			
Naval Surface Warfare Center, F	Naval Surface Warfare Center, Panama City, FL					
Panama City - Bay County International Airport (PFN)	6.2	www.pcairport.com/	3173 Airport Rd, Panama City, FL 32405	(850) 763-6751		
Okaloosa Regional Airport (VPS)	73.2	www.okaloosacountyairports.com/ air_airports.html	1701 State Road, Eglin Air Force Base, FL 32542	(850) 651-7160		
Amtrak: Chipley (CIP)	53.2	www.amtrak.com	675 7th street Chipley, FL 32428	(800) USA-RAIL		
Greyhound: Panama City	7.9	www.greyhound.com/	917 Harrison Ave Panama City, FL 32401			

Installation	Distance from Installation (Miles)	Web Link	Address	Telephone
Presidio of Monterey, CA				
Monterey Peninsula Airport	3.8	www.montereyairport.com/	200 Fred Kane Drive #200 . Monterey, CA 93940	(831) 648-7000
Mineta San Jose International Airport (SJC)	75	www.sjc.org/	1732 North First Street. San Jose, CA 95112	(408) 277-4SKY
San Francisco International Airport (SFO)	100.8	www.flysfo.com/		(650) 821-8211
Redstone Arsenal, AL			1000 Olava Haava	
Huntsville International Airport - Carl T Jones Field (HSV)	14	www.hsvairport.org/airport/	1000 Glenn Hearn Blvd., Huntsville, AL 35824	(256) 772-9395
Greyhound: Huntsville, AL	6.9	www.greyhound.com/	601 Monroe St Nw , Huntsville, AL 35801- 5518	(256) 534-1681
Sheppard AFB, TX				
Wichita Falls Municipal Airport (SPS)	On Base	www.cwftx.net/Transportation/Mun icipalAirport.htm	4000 Armstrong Drive, Wichita Falls, TX 76305	(940) 855-3623
Lawton - Ft. Sill Regional Airport (LAW)	46.6	www.flylawton.com/	3401 South 11th Street, Law ton, OK 73505	(580) 355-7701
Dallas/Fort Worth International Airport (DFW)	129.4	www.dfwairport.com/	3200 East Airfield Dr, DFW Airport, TX 75261	(972) 574-8888
Greyhound: Wichita Falls	9.1	www.greyhound.com/	1406 14th St, Wichita Falls, TX 76301	(940) 766-2223
Yorktown Naval Weapons Statio	n, VA			
Newport News/Williamsburg International Airport (NPN)	10.2	www.nnwairport.com/	900 Bland Blvd, New port New s VA 23602	(757) 877-0221
Norfolk International Airport (ORF)	36.6	www.norfolkairport.com/	2200 Norview Ave, Norfolk VA 23518- 5807	(757) 857-3351
Richmond International Airport (RIC)	54.1	www.flyrichmond.com/	1 Richard E. Byrd Terminal Drive, Richmond International Airport, VA 23250-2400	(804) 226-3000
Greyhound: Ft Eustis Newport News	9.2	www.greyhound.com/	14407 Warw ick Boulevard, New port New s, VA 23602	(757) 872-4405
Greyhound: Williamsburg	13.8	www.greyhound.com/	468 North Boundary Street, Williamsburg, VA 23185	(757) 229-1460
Amtrak: Williamsburg (WBG)	13.8	www.amtrak.com	468 North Boundary Street, Williamsburg, VA 23185	(800) USA-RAIL

Annex G (PAO Guidance) to Commanders' Handbook: Exodus FY06

PAO Guidance

- 1. Purpose. This message provides public affairs guidance for Exodus FY06.
- 2. Background. Holiday Exodus, unique to TRADOC, marks the time when students and trainees depart schools and training centers in mid-December for the two-week holiday. Traditionally, commanders use a pre-exodus opportunity to provide advice and guidance to Soldiers and their families about holiday safety, emergency and medical information, and unit guidance. Because of the global war on terrorism, Soldiers can expect to be the focus of attention by traveling public and the news media, as well as hometown friends and families. Guidance on talking with the media also will be beneficial.
- 3. Public Affairs Posture. Active. Commanders and leaders should be prepared to brief their Soldiers before they depart for Exodus and provide guidance that will enable them to articulate pride in their service to the Nation, discuss personal accomplishments and experiences and respond appropriately to questions by the media and public for their views of the ongoing operations. Public Affairs Officers can assist by providing specific guidance on dealing with the media and by providing a variety of communication venues to disseminate information.
 - a. Basic guidance on dealing with the media is:
- 1) Soldiers are the Army's best spokespersons. Soldiers are encouraged to talk about their jobs, the training they receive and their thoughts on Army life to friends, family, civic groups and news media as opportunities present themselves.
- 2) While traveling on leave or at home, Soldiers may be interviewed by the news media. Soldiers have the right to decline an interview or to talk to the media. It's the Soldier's decision.
 - b. When talking with the media, Soldiers should remember to:
- 1) Be honest and forthright. Talk about themselves, their personal experiences, the value of their training, the mentorship of their Drill Sergeants.
 - 2) Do not speak for the command or other Soldiers.
 - 3) Do not speculate about issues you are not involved in.
- 4) Remember security. Do not discuss specific numbers, locations, or dates of present or future operations and deployments.

5) Speak in terms familiar to non-military people. Avoid Army jargon and acronyms. Tell the reporter if you don't know the answer to a question. If you can't answer a question, say why.

c. Themes and Messages.

1) Theme: Soldiers are the centerpiece of our Army--the heart of every mission, the soul of the fighting force.

2) Messages:

- We have the best-trained and most powerful military in the world.
- The nation can confidently depend on its Army for national security.
- The U.S. Army is fully trained and capable of executing its mission.
- TRADOC's top priority is providing combat-ready Soldiers to serve a Nation at War.
- Flexible, adaptive and competent Soldiers infused with the Army's warrior ethos fight wars and win the peace.
- Warrior Ethos is the essence of a Soldier's character; every Soldier is a member of a fighting team.
- The quality of our new Soldiers reflects the quality of our Drill Sergeants.
- Our Army is a team of all Active, Guard, and Reserve Components, DA civilians, family members, and contractors.
- Our Army is respected—by our citizens, media, leadership...and by our enemies.
- Army Transformation is how we are changing to prepare for the future crises and wars. It is more than technology -- it's about training Soldiers and growing leaders who are agile, versatile, and adaptive.
- Our Army is changing to meet the requirements of the Nation. And we're changing to relieve the stress on families and over-deployed units.
- Protecting America's sons and daughters and their families is an Army priority.

- We do not discuss specific measures taken to ensure the security of installations and personnel.
- 4. Additional resources to assist commanders in preparation of Exodus briefings:
- a. Appendix A. Commander's Exodus Letter. Sample letter from Commanders to Soldiers and families through unit commanders' distribution. The holiday letter is a more personal approach to message delivery and, if left in an airport or bus terminal, it shouldn't give an uninformed reader the impression that we are telling Soldiers what they were "allowed" to say or not say.
 - b. Appendix B. Additional tips for talking with the civilian news media.
 - c. Appendix C. Soldier's Creed
- 5. TRADOC PAO POC is Phyllis Wallace, commercial 757-788-3662, DSN 680-3662, Phyllis.Wallace@us.army.mil.

Appendix A (Sample Commander's Letter to Soldiers and Families) to Annex G (PAO Guidance) to Commanders' Handbook: Exodus FY06

Sample Commander's Letter to Soldiers and Families

To the Soldiers and families of Fort,
The holidays are a joyful time. Christmas, Kwanza, Hanukkah, the winter solstice, New Year's Eve all are occasions to celebrate and spend time with family and friends. I want to encourage each one of you to take the holiday exodus time to enjoy the season and reflect on a job well done. I am proud of you and so is your country.
As you travel during EXODUS, you may have the opportunity to talk to some of those people who are so proud of what you're doing to protect this nation and the freedoms that make this holiday season so special. If you're traveling in uniform, don't be surprised when strangers approach you and want to shake your hand and say thank you. Each and every one of you is an ambassador for the Army and for Fort
Public confidence in the military is higher than in any other American institution. You are your fellow citizens' link to a greater understanding of the dedicated men and women who train, deploy, and face the challenges that threaten our national security every day. We have the best-trained, best-equipped, and most powerful military in the world.
Being a Soldier or a military family member is not without its own stresses, especially during our support of the Global War on Terrorism. The Department of Defense leadership acknowledges the hardships and sacrifices of our Soldiers and their families and is aggressively pursuing means to lessen that strain. Here at Fort, we have a robust support structure. Our chains of command and family readiness groups help ensure families are taken care of.
War is a tough, dangerous business, and the troops fighting it and those supporting the warfighters are doing a great job.
I encourage you to talk about your job and the great things you're doing at Fort in support of our nation. Be honest, but be aware of safety and security. Don't discuss specific numbers, locations, and/or future or postponed operations. Don't discuss where a deployment is going, the length of the mission or flight schedules.
Keep in mind that the folks you might be talking to do not live, eat, and breathe the military lingo on a daily basis. Forget the acronyms and speak in easily

understandable terms. Talk about your personal experiences, but stay in your

lane. Don't speak for the command or your friends, or speculate about an issue you're not involved in.

In addition to thank you's and questions from family, friends, and those you meet along your travels, you may have the opportunity to talk to the media about how the nation can confidently depend on its Army for national security. I hope you will take every opportunity to tell your personal story. Assume that everything you say is "on the record" and never say, "no comment." Tell the reporter if you don't know the answer to a question or why you can't answer it. Remember, you're the Army's best spokesperson.

Be proud of what you do for the Army and your country; I know I am. Have a very happy and safe holiday EXODUS.

Sincerely,

Appendix B (Media Tips for Soldiers) to Annex G (PAO Guidance) to Commanders' Handbook: Exodus FY06

Media Tips for Soldiers

Don't be surprised if the media approaches you!

The press is filled with news and speculation about the war. As a result, you may find yourself the center of interest and questions by your family, the media, and the general public.

Relax, this is your time to shine and show the world the strength of our Army and reserve forces. This is your opportunity to highlight and publicize the great things you are learning and doing.

Talk about what you know: what it means to be a Soldier...how a Drill Sergeant is your best friend and worst enemy...how it feels to know your job and that you are part of the best trained, most capable Army in our nation's history.

If you choose to talk to the news media, DO:

- Check your appearance.
- Sit-up/stand-up straight.
- Ignore the cameras.
- Relax and stay calm.
- Assume everything you say is on the record.
- Be brief and concise.
- Be honest, but be aware of safety and security.
- Speak in easily understandable terms.
- Take your time and think about your answers.
- Take every opportunity to tell your story.
- Talk about personal experiences.
- Tell the reporter if you can't answer a question or don't know the answer to the question.
- Thank the reporter when you are finished.

DON'T:

- Discuss specific numbers, locations, and/or future and postponed operations.
- Speak for the command or your friends.
- Talk about the mission.
- Discuss where a deployment is going.
- Discuss the length of the mission.

- Discuss flight schedules.
- Let the situation or reporters rush you.
- Lie to the reporter.
- Say "No comment."
- Speculate.
- Talk about information that's possibly classified.
- Allow yourself to be badgered or harassed.
- Argue, lose your temper, or be sarcastic.

Appendix C (SOLDIER'S CREED) to Annex G (PAO Guidance) to Commanders' Handbook: Exodus FY06

Soldier's Creed

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.

I always maintain my arms, my equipment, and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

Annex H (Installation Points of Contact) to Commanders' Handbook: Exodus FY06

Installation Points of Contact

Installation	Point of Contact	Electronic Mail Address
Aberdeen Proving Ground, MD	OOC/EOC	CpoEocWatch@ocs.apg.army.mil
Eglin AFB, FL	OOC/EOC	CpoEocWatch@ocs.apg.army.mil
Fort Belvoir, VA	MAJ Kuykendall, Ben	benjamin.kuykendall@us.army.mil
FOIL DEIVOII, VA	CPT Anderson, RJ (E/169 EN BN)	rj.anderson@us.army.mil
Fort Benning ATC, GA	CPT Cali, Nicholas (IBT)	nicholas.p.cali@us.army.mil
Fort Bliss, TX	1LT Steinbrecher, Kristin	Kristin.Steinbrecher@emh10.bliss.army.mil
Fort Bragg, NC	MAJ Alexander, Mark	alexanma@soc.mil
Fort Bragg, NC	1SG Zick, Jared	zickj@soc.mil
Fort Eustis, VA	MAJ Durbin, Cecil	robert.cecil.durbin@us.army.mil
TOIT Lusiis, VA	1LT Sullivan, Jamie	sullivanJL@eustis.army.mil
Fort Gordon, GA	MAJ Williams, Charlie	charlie.williams1@us.army.mil
Tott Goldon, GA	Mr. Boutte, John	john.boutte@us.army.mil
	SFC Kyles, Stevie (111th MI BDE)	stevie.kyles@hua.army.mil
Fort Huachuca, AZ	LTC Diller, Ken (USAIC)	kenneth.diller@us.army.mil
	MAJ Kortenray, Marc (111th MI BDE)	marc.kortenray@us.army.mil
Fort Jackson ATC, SC	Mrs. Butler, Silvia	silvia.butler@us.army.mil
Fort Knox ATC, KY	SFC Vice, David	david.vice@knox.army.mil
TOITMIOXATO, KT	Mrs. Clark, Nicky	Nicky.Clark@knox.army.mil
Fort Lee, VA	CPT Mbonu, Ambrose	ambrose.mbonu@us.army.mil
Fort Leonard Wood ATC, MO	Mr. Campbell, Dave	campbelld@wood.army.mil
Tott Econard Wood ATO, MC	Mr. Wiseman, David	wisemand@wood.army.mil
Fort Meade, VA	CPT Johanek, Robert	robert.johanek@us.army.mil
Fort Rucker, AL	Mrs. Buttler, Janet A.	janet.a.butler@rucker.army.mil
	MAJ Leake, Timothy J.	timothy.leake@rucker.army.mil

	MAJ Miller, Andrew J.	andrew.miller@rucker.army.mil
Fort Sam Houston, TX	MAJ Pearson, John	John.Pearson@amedd.army.mil
Tolt Sam Houston, 17	SGM Jay, Jimmie	Jimmie.jay@amedd.army.mil
	CPT William Walker	william.walker@sill.army.mil
Fort Sill ATC, OK	Mr. Fisher, Ronald	fisherr1@sill.army.mil
	Mr. Seltzer, Scott	seltzerr@sill.army.mil
Goodfellow AFB, TX	SFC Dagovitz, Mary	mary.dagovitz@goodfellow.af.mil
Little Creek US Naval Amphibious	1LT Bartolomucci, Krista (SOM)	krista.bartolomucci@us.army.mil
Base, VA	1SG Philbrick, Keith (SOM)	keith.philbrick@us.army.mil
Naval Construction Battalion Center Gulfport, MS	MAJ Kuykendall, Ben	benjamin.kuykendall@us.army.mil
	CPT Smith, Mike (D/169 EN BN)	michael.j.smith@us.army.mil
Naval Surface Warfare Center, Panama City, FL	MAJ Cagle, Edward	edward.cagle@us.army.mil
Naval Technical Training Center (NTTC) Corry Station , Pensacola, FL	SFC Dagovitz, Mary	mary.dagovitz@goodfellow.af.mil
Presidio of Monterey, CA	LTC Collins, Steven N.	Steven.Collins@monterey.army.mil
	Ms. Rubio, Isabel F.	Isabel.rubio@monterey.army.mil
Redstone Arsenal, AL	OOC/EOC	CpoEocWatch@ocs.apg.army.mil
Sheppard AFB, TX	MAJ Kuykendall, Ben	benjamin.kuykendall@us.army.mil
	CPT Howk, Jason (D/169 EN BN)	jason.criss.howk@us.army.mil
Yorktown Naval Weapons Station, VA	1SG Anderson- Brackens, Latrice	latrice.brackensanderson@us.army.mil

Annex I (Air Force & Navy) to Commanders' Handbook: Exodus FY06



DEPARTMENT OF THE AIR FORCE HEADQUARTERS SECOND AIR FORCE (AETC)

9 MAY 2005

MEMORANDUM FOR

17 TRW/CC 381 TRG/CC 37 TRW/CC 81 TRW/CC

82 TRW/CC

FROM: 2 AF/CC

721 Hangar Road, Suite 102 Keesler AFB MS 39534-2804

SUBJECT: 2005/2006 Holiday Season Exodus Stand Down

- 1. The exodus period for 2 AF training wings/group for the 2005/2006 holiday season is 22 Dec 05 through 3 Jan 06. The last day of training will be Wednesday, 21 Dec 05, and training will resume Wednesday, 4 Jan 06. This schedule will require 3 make-up days of training. Please ensure Airmen meet required contact hours and accomplish all objectives without delaying graduation dates.
- 2. Keep in mind, current departure policy requires nonprior service (NPS) Airmen utilizing a PMV to be well rested before departing on leave, TDY, or PCS. All NPS Airmen traveling by PMV will have a 2200 call to quarters the day prior to departure. If they complete more than 4 hours of duty, they may not leave that duty day. In addition, they will depart after breakfast but no earlier than 0600 and no later than 1300. Ensure each NPS Airman receives a safety briefing, completes an AETC Form 29B, Predeparture Sofery Briefing, and drives no more than 10 hours (NTE 500 miles) during any 24-hour period. Regardless of training shift, NPS Airmen must receive a minimum of 8 hours sleep before departing. To maintain positive control on our NPS Airmen, exceptions to the departure policy will be approved in writing by the squadron commander (this will not be delegated to a lower level).
- 3. Detachments that fall under operational control at sister service installations will follow the host installation holiday schedule. For example, Det 2, 336 TRS at Fort Meade MD will follow the Army's posted holiday schedule. No waiver requests will be required at those specific locations. However, all Airmen must comply with departure policy outlined in paragraph 2.
- 4. Any exceptions, other than the aforementioned, to the Holiday Scason Bxodus Stand Down must be approved in writing by 2 AF/DO. Please ensure all sister service training detachments at your installations receive a copy of this memorandum. If you have any questions, our POC is TSgt Jeffrey L. Molton, DSN 597-4389, email 2AF.DOOV@keesler.af.mil.

LOYD S. UTTERBACK Major General, USAF

Commander

ce:

HO AETC/DO



DEPARTMENT OF THE NAVY COMMANDER NAVAL ERUCATION AND TRANSING COMMAND 200 DALLAR STREET PERMACOLA, FLORICA ERIO-CEST

NETCINST 1050.1 N52 15 Oct 04

NETC INSTRUCTION 1050,1

Subj: OFFICIAL HOLIDAY TRAINING POLICY

Ref: (a) U.S. Navy Regulations, Article 1157

(b) SECNAVINST 4950.4A

Encl: (1) Authorized Holiday Calendar

1. <u>Purpose</u>. To provide policy and assign responsibilities for the granting of liberty/leave during holiday periods, for staff and student personnel.

2. Cancellation. CNETINST 1050.2

3. Discussion

- a. In order to afford the maximum opportunity for staff and student personnel to be granted liberty/leave during holiday periods, holiday leave periods are designated by Commander, Naval Education and Training Command (NETC) for all training sites within the claimancy per enclosure (1). In addition, it is expected that the annual December and January holiday period will permit overhaul and maintenance of training equipment, which is precluded during the training year due to classes in session.
- b. Commanders/commanding officers are encouraged to establish a liberal leave policy during the December and January period consistent with mission accomplishment. Every effort should be made to ensure that our newest Sailors don't miss the opportunity to take leave during the holiday period and that those who do not take leave are appropriately led during the holiday season.
- c. Commanders/commanding officers are reminfed that more Navy and Marine Corps lives are lost in private motor vehicle accidents during holiday periods than at any other time. Establishing a policy to actively ensure proper leave planning for students and staff will change that trend. The last minutes

METCINST 1050.1 15 Oct 04

of class every Friday and the last day before a liberty/leave period begins will be devoted to discussing Operational Risk Management (ORM) and safety, making risk management the last thing Sailors and Marines hear as they go on liberty throughout the holiday periods.

4. Policy

- a. Holidays commensurate with the planned yearly throughput shall be considered at the time of preparation of the class convening schedules. The following applies:
- (1) When developing planned annual class schedules, holidays will not be scheduled as convening dates or as days of training. For example, a 5-day course where a holiday occurs will be extended to reflect 5 full days of instruction in the class schedule. Graduation will always occur on a normal training day.
- (2) During the execution of the class schedule where holidays or any other event that impacts the expeditious movement of Sailors through the training pipeline occurs, the training site may extend the number of daily training hours to compensate. Graduations that coincide with the December/January holiday leave period may be accelerated provided there is no degradation of training.
- (3) The Friday following Thanksgiving is a normal training day for scheduling purposes.
- (4) State and/or local holidays will not be observed unless extensive associated civic functions would seriously hamper execution of the training mission.
- (5) The Navy and Marine Corps "birthdays" are normal training days.
- b. Contingent upon satisfactory status of the planned yearly throughput and absence of an unacceptable awaiting instruction backlog, personnel may be granted leave per reference (a) and as follows:
- (1) Staff personnal, both military and civilian, may be granted leave within the limitations imposed by security requirements and the maintenance of essential services.

METCINST 1050.1 15 Oct 04

- (2) Holiday leave for officer and enlisted students, other than recruits, may be granted by the commanding officer of the training site.
- (3) Leave for foreign national students shall be administered per reference (b).
- c. The December and January holiday leave period will normally commence at close of business on the Friday immediately preceding the 25th day of December with classes resuming on the Monday following 1 January. For those years that 25 December occurs on Saturday or Sunday, the leave period shall commence at close of business on the second Friday preceding 25 December with classes resuming on the Tuesday following 1 January.

Responsibilities

- a. Echelon 1 commands are responsible for granting leave/liberty during holiday periods as outlined in this instruction.
- b. Commander, Naval Service Training Command (NSTC) will prepare a naval message for NETC to release and provide the Recruit Training Command (RTC) point of contact (POC) for the December and January holiday leeve period to all echelon 3 commands by 15 October of that year.
- c. Robelon 3 commands anticipating receipt of recent graduates of recruit training during the December/January holiday leave period should contact the POC stated in the annual NETC message as soon as possible and provide sufficient information to allow granting recruits leave en route to the training site.

Thinf of Staff

Distribution (NETCINST 5219.1): Lists I through VI

Copy to:

SNDL A3 (CNO)

A5 (BUPERS)

23C (COMNAVRESFOR)

Annex J (Standard Reports) to Commanders' Handbook: Exodus FY06

Standard Reports

Reporting – New Policy:

Commanders will submit 2 status reports of IET Soldiers during Exodus. The first status report (departure) is due Day 1 of Exodus NLT 1700 hours EST. Second status report (return) is due 6 Jan 06 NLT 1700 hours EST. Installations will submit reports on the Exodus web-based reporting system (Appendix A). Upon receipt of the data, the TRADOC EOC will consolidate the information into the TRADOC Exodus Summary Report and forward the TRADOC Exodus Summary Report to the TRADOC CG, DCG-IMT, and DCSOPS&T.

Appendix A (Web Based Reporting) to Annex J (Standard Reports) to Commanders' Handbook: Exodus FY06

TRADOC Knowledge Network (TKN)

Exodus Administrator's Guide

Training and Doctrine Command

Author Position
Date

Major O'Brien TRADOC, CIO, Collaboration Team June 21, 2005

Version 1.1

Change Record

Date	Author	Version	Change Reference
6/21/05	Marie Hansler	1.1	Changed Administrators per Request

Contents

Purpose	45
Assistance	45
Main Page	
Submit Status Report 4	
EXODUS Report Details	49
Post/Camp/Station Details	50
Reports	51
Summary Report	52
Alerts	52
Export to Spreadsheet!	52
Access denied	53
How to Change Password	53
Conclusion	

Purpose

The purpose of this guide is to provide a general overview of how to interact with the TRADOC EXODUS Reporting application. This application is a reporting mechanism for personnel status reports from the schools. The information needs to be accurate and timely. The site can be from the following URL: https://tkn.army.mil/sites/EOC/exodus/default.aspx Application access is managed by DCSOPS&T and is based on a users role Administrator, Contributor or Reader) which will determine what functionality a user has.

Assistance

EXODUS Support

For Exodus administrative issues, contact DCSOPS&T William Long, DSN 680-4449 , longw@monroe.army.mil. This includes posting reports, creating views of the information or exporting the information to excel.

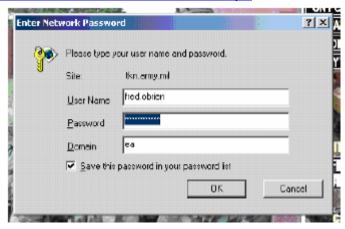
Technical Support

Account Request: Every user will require an account in NETCOM's Enterprise Application (EA) activity directory forest. To request an account you can send an email to: collab@monroe.army.mil. The email must contain the users AKO username, AKO email address, rank, last name, first name and site the user requests access to. This will create a user account in the EA forest and grant users read only access to the TRADOC Internal Portal (https://tkn.army.mil). The Exodus site administrator, William (Bill) Long, will grant the user access to the exodus site and assign the users a role (contributor, or reader).

Help Desk: You can contact the help desk 0900 to 1600 (EST). The numbers are: (757) 788-2274 or you can email questions or issues to: collab@monroe.army.mil.

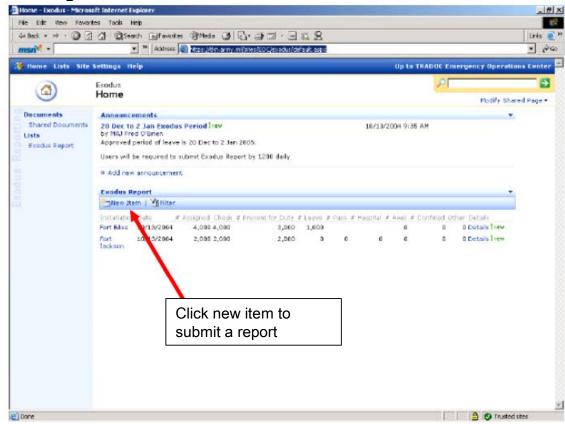
How to Log In

To log into the EXODUS Site go to: https://tkn.army.mil/sites/EOC/exodus/default.aspx



User will be required to enter their Enterprise Application Forest (EA) domain credentials. Recommend user save this password in their password list.

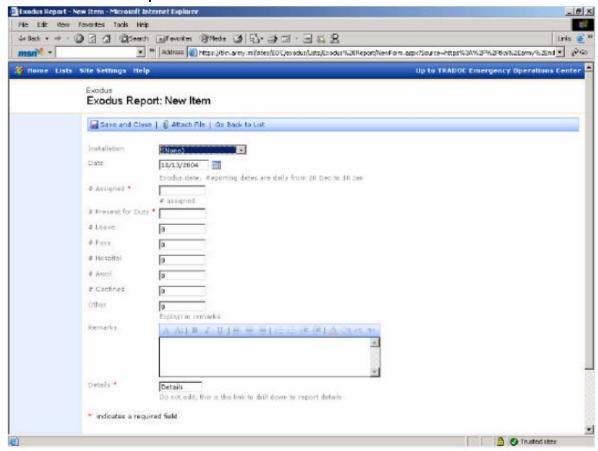
Main Page



This is the main page which displays reports that have been submitted for the current date. To submit a report Click New Item.

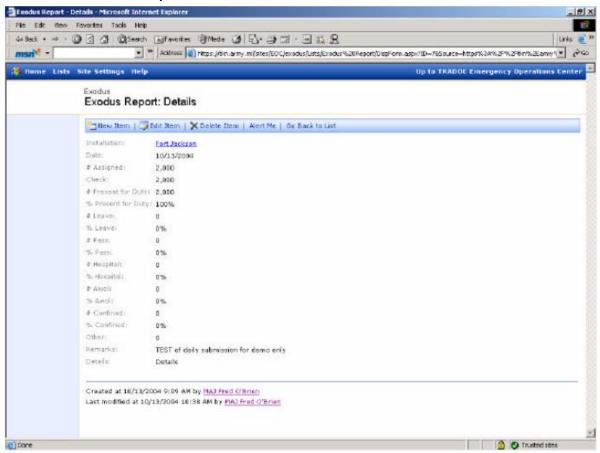
Attribute	Action	Notes
New Item	Double Click	Opens new event/exodus report. This will be used to submit exodus status reports.
Filter	Double Click	be used to filter current view
Fort Bliss	Double Click	Opens post, camp, station details which included primary POC information.
Details	Double Click	Opens specific exodus status report details.
New Item	Click	to submit a status report

Submit Status Report



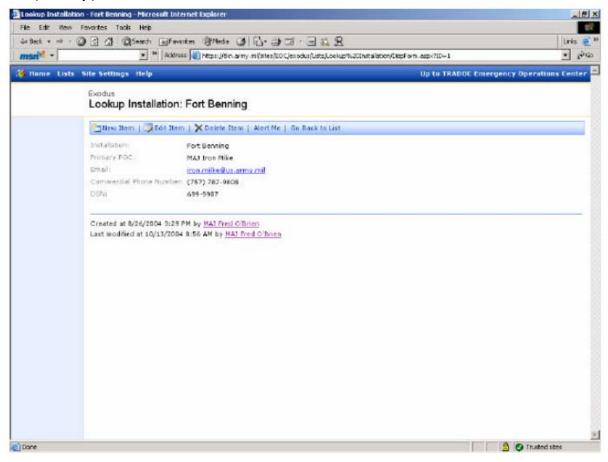
Field	Notes
Installation	Select your installation from the drop down
Date	Select date of report, defaults to today's date
# Assigned	Number of soldiers assigned
# Present for Duty	Number of soldiers present for duty
# Leave	Number of soldiers on leave
# Pass	Number of soldiers on pass
# Hospital	Number of soldiers at the Hospital or on convalescent leave
# Awol	Number of soldiers AWOL
# Confined	Number of soldiers confined
Other	Number of soldiers
Remarks	Text area for any notes or special circumstances about the
	Exodus status reports

EXODUS Status Report Details

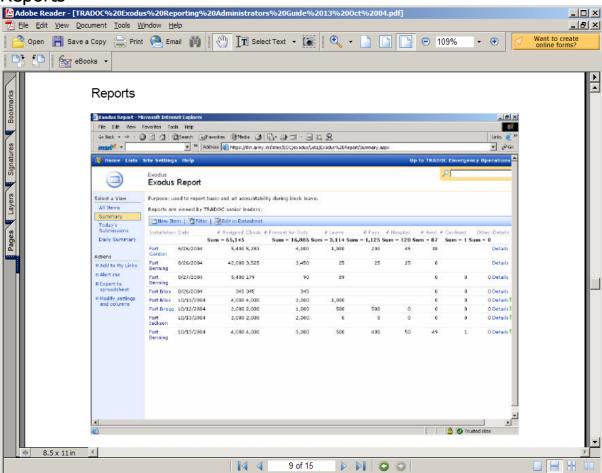


Users can drill down on any report by clicking on the Details link which will bring up this report. Any changes made to the report, the user who made the changes will be captured in the last TRADOC EXODUS Reporting Administrators Guide 8

Post/Camp/Station Details

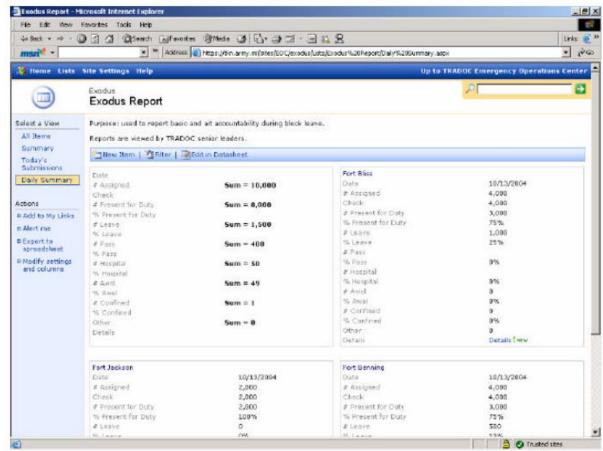


Reports



A number of views/reports can be created off the base information. Any user can create a view private (for their individual view only) or public (accessible by all users). Only administrators will be able to add columns or report attributes.

Summary Report



Sample summary status report.

Alerts

A powerful feature associated with the software is the users ability to establish alerts based upon change type and set the frequency. Recommend that users set a daily alert to prevent from getting an email upon every change. Users can modify their alerts associated with a site from the View my existing alerts on this site link.

Export to Spreadsheet

Any view of the all items can be exported to a spread sheet. Click on the link and follow the instructions. A user may be required to reenter authentication credentials.

A file download dialog box will pop up. Select open or save. Click here to export to excel

Access denied

If a user navigates to a site or function that he/she may not be authorized access to, they will receive this error message. This is a software limitation. A user may see a request access form that will be forwarded to the site administrator.

How to Change Password

From the main menu a user can select Change Password. The user will be required to reenter his/her EA credentials. Passwords will conform to DoD policy. Upon successfully changing a password a user will receive a success message; else user will receive an error message.

EA Forest Password Change Policy:

Passwords will be changed every 90 days.

Passwords cannot be changed within 24 hours of a previous change or account creation.

User will be locked out after 3 failed attempts to login for a period of 30 minutes. These policies are established by NETCOM and are enforced through active directory. If a user has problems contact the help-desk.

Conclusion

Exodus reporting is only one example of the functionality that can be created using Microsoft SharePoint services, a commercial off the shelf product. For additional information about virtual team rooms or leveraging collaborative technologies within TRADOC contact the <u>help desk</u>.